



**Town of Moultonborough, NH**  
**CAPITAL IMPROVEMENTS PROGRAM**  
**2014 - 2019**

PREPARED & ADOPTED BY:  
THE CAPITAL IMPROVEMENTS PROGRAM COMMITTEE  
Final Adopted November 8, 2013

**CAPITAL IMPROVEMENTS PROGRAM COMMITTEE**

**TO:** Board of Selectmen

**FROM:** Richard Brown, Chairman

**RE:** Capital Improvements Program

**DATE:** December 13, 2013

**CC:** Carter Terenzini, Town Administrator



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On behalf of the Capital Improvements Program Committee, I am pleased to submit herewith our proposed Capital Improvements Program Report for Fiscal Years 2014-2019 for your consideration. The sum total of all projects recommended is **\$9,257,676.00** with **\$1,373,535.00** of this programmed for 2014.

In our fourth year, we took full advantage of our new analysis tools and forms, how we gather information and the process we utilize, including a method for rating and ranking the project requests.

We would like to thank all of the Department Heads for the presentations on their needs. We know this is still a work in progress and it takes a lot of time out of their busy days. Without their full co-operation we could not have completed this document.

Finally, the Committee respectfully requests that the CIP Report be included in the Town's Annual Report.

We look forward to your thoughts and stand ready to answer any questions that you might have.

**Capital Improvements Program Committee:**

Richard Brown, Community At-Large, Chairman  
Josh Bartlett, Community At-Large  
Barbara Rando, Community At-Large (Alternate)  
Alan Ballard, Advisory Budget Committee  
Peter Jensen, Planning Board  
Heidi Davis, Finance Director (Ex-Officio Member)  
Jonathan Tolman, Selectmen Representative  
Bruce Woodruff, Planner (Ex-Officio Member)

## Town of Moultonborough, New Hampshire

### Capital Improvements Program 2014 - 2019

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**SECTION I. Executive Summary**

Annually the Capital Improvements Program Committee (CIPC) is to review capital requests and recommend a program of capital improvement projects to address the needs of the Town over at least a six year period, with the first year being the capital year or year in which actual funds are expended and the remaining five years as the planning period. As a preface to the proposed Capital Improvements Program, it is important to note that:

1. Approximately **\$9,727,676.00** of capital improvement projects have been planned by the various town departments over the next 6 years. These various Town departments have requested **\$1,618,535.00** of funding for 12 capital projects in the capital year, 2014.
2. The CIPC has recommended **\$1,373,535.00** for 11 capital projects in the capital year, 2014, because one project is not recommended to be funded (refer to Section X, Committee Recommendations and the 2014-2019 Capital Improvement Program Spreadsheet in Appendix K.) This recommendation, if implemented, reduces the total amount of the six year program to **\$9,257,676.00**.
3. The CIPC also recommends continuing to follow a Capital Reserve Fund program linked to future Capital Project Requests as per the Capital Financing Plan Memorandum, dated October 20, 2011 (refer to Appendix J.)

The CIP Committee has attempted to balance recommended capital improvements with the fiscal impact on the tax and rate payers by “smoothing” out the expenditures. This avoids an increase in the tax rate in one year (“spiking” the rate for a peak) only to see subsequent low or “valley” in the tax rate the following year. This is a challenge as can be seen when comparing the disparity between requests and historic budgets. Financing the capital needs of any community is a challenge. Setting aside any new development of facilities, the ongoing maintenance of rolling stock, facilities and our infrastructure takes a significant annual investment. The amount of monies to be sought from the Annual Town Meeting remains the product of the Select Board. The significant demands on our limited financial resources requires prioritization of projects, phasing some projects, prefunding of purchases and improvements through the use of capital reserve accounts, bonding of projects when necessary, and in some instances, deferral of projects to subsequent years.

**SECTION II. Our Charge**

Our Charge was to recommend a Capital Improvement Program (CIP) covering a period of no less than the coming six (6) fiscal years, including a Capital Improvement Budget for the next fiscal year, and the financing thereof, to aid the Select Board in their financial planning and deliberations on annual budget requests.

The CIP is to obtain the estimated cost of each project and indicate probable operating and maintenance costs and probable revenues, if any, as well as existing sources of funds or the need for additional sources of funds for the implementation and operation of each project. The program may encompass both projects being currently undertaken and future projects to be undertaken with federal, state, county and other public funds. The CIP shall classify projects according to their urgency and need for realization, shall recommend a time sequence for their implementation, and shall specifically comment on the relationship of the Program and budget to its consistency with the Town's Master Plan.

The program shall include only those capital projects and improvements involving tangible assets and projects which (1) have a useful life of not less than five years and (2) cost over \$10,000 [or such other sum which conforms to Statement #34 of the Governmental Accounting Standards Board (GASB34) or such future equivalent capitalization schedules.

### **SECTION III. OUR PROCESS**

The Capital Improvements Program Committee was formed in January 2010 by the Select Board under the authority of Article 10 of the Annual Town Meeting of 2009 (See Exhibit F). This body assumed authority for Capital Planning from the Planning Board with their full assent and support.

The Capital Improvements Program Committee is comprised of nine persons, with two of them being alternate members to act in the stead of a permanent member when they cannot be present and two ex-officio members.

These persons represent various constituencies and disciplines of:

One (1) from the SelectBoard,

One (1) from the Advisory Budget Committee,

One (1) from the Planning Board,

Two (2) from the at-large residents of the Town, and

Two (2) alternate members from the at-large residents of the Town.

This year, we held our first meeting this year on March 21, 2013 to discuss an overall format, process and schedule for the task at hand. Over the course of developing this Capital Improvements Plan we heard presentations from Department Heads and the School on their current facilities and perceived needs. We reviewed a number of town and financial reports. We reviewed project requests and, at times, requested additional information.

Finally, we presented our Draft Capital Improvements Program Report at two public hearings held on August 22 and August 27, 2013 and adjusted our proposal to reflect relevant comments accordingly. Finally, the Committee met on November 8, 2013 to revise Appendix K. as per the comments received at the public hearings and as per recently updated information from Department Heads on three project requests.

### **How To Use This Manual**

Sections II through V are largely devoted to introduction and process. These sections are particularly valuable to readers who are not familiar with capital improvement programming generally, and the concepts as they are applied in Moultonborough. Sections VI and VII are more substantive and are specific to the current amendment cycle.

### **SECTION IV. BENEFITS OF A CIP**

There are many benefits to the organization in the process of establishing a Capital Improvements Program:

1. Having a CIP recognizes the need to make and maintain an ongoing investment in the facilities, infrastructure, vehicles and equipment necessary to provide the services each community has chosen as important to ensuring the quality of life it wishes to enjoy;
2. The CIP can be a plan to maintain a stable property tax rate by “smoothing” out expenditures. Major capital projects are planned within a framework designed to distribute the tax burden attributable to capital expenditures evenly over time. Untimely

expenditures can generate unstable property tax impacts;

3. Successful community planning requires a series of incremental steps moving logically through the steps of project proposal to an end result. The CIP provides the linkage between each proposal and our spending;
4. The CIP can bring a central point of community focus, not driven by cost-cutting budget concerns, to the individual demands on funding and drives a call for cooperative project planning. This co-operation can result in the avoidance of duplication of effort and prioritization of expenditures and thus generate cost savings. Communication and coordination between Departments, Town and School officials is considered essential;
5. The CIP process is an open forum to make voters aware of proposed improvements that may be of particular interest and major proposals that will likely come before future Town or School District meetings. The discussion it generates is essential to community well-being through the creation of an informed, participatory decision making process; and
6. Communities demonstrating sound planning fiscal health and high quality facilities and services are attractive to investors of all kinds; homeowners, businesses and lending institutions. Decisions to invest in Moultonborough may be influenced by improvements that enhance the quality of life for our citizenry, work force and business owners. Capital improvement programming supports and compliments our broader community economic development objectives and well-being.

Finally one must have a CIP in place in order to adopt a local ordinance requiring the payment of impact fees to offset the public costs incurred from development projects, (RSA 674:21 V).

### **What A CIP Is Not**

It is equally important to understand the limitations of a Capital Improvement Program:

1. The CIP process is not meant to micro-manage the budget development process. Preparation of the Town and School District annual budgets is the responsibility of elected officials and professional administrators;
2. The CIP process is not an allocation of funding for “wish list” projects that are neither needed nor likely to receive public funding and support;
3. Although the program provides a framework to guide activity, the CIP should not be rigid and inflexible. The CIP process cannot anticipate unusual changes in growth, economic

conditions, political behavior, emergencies, non-tax revenue sources and opportunities not predictable enough to schedule;

4. Although the recommended CIP fits within reasonable fiscal constraints, it does not guarantee a level tax rate. There are many variables that determine the total tax rate (i.e., tax base, operating costs, revenues, etc.). Capital expenditures constitute a relatively small portion of total, local spending; and
5. Although it may assign projects to a broad ranking category, it does not provide a means of rationing capital between projects beyond that initial categorization.

## **SECTION V. CIP PROJECT DEFINITION**

Capital Improvements for the purpose of the CIP are defined as having the following characteristics:

1. Projects or improvements that are typically non-recurring in nature;
2. Projects or improvements that have a useful life of at least five years;
3. Projects or improvements that cost \$10,000 or more (or such higher sum as GASB34 requires)

Capital Improvements meeting the above criteria can be generally categorized as follows:

- Construction and reconstruction of public infrastructure such as roadways, sidewalks, and storm water systems;
- The purchase, construction, rehabilitation, and/or replacement of public buildings, land, parking lots, boat ramps, paths and the like;
- The purchase or lease of new or replacement of equipment such as police cruisers, fire trucks, dump trucks, loaders, etc.;
- Major software systems and computer installations; and
- The acquisition or lease of land.

Finally, in order to be included in the CIP all items must meet the following standards:

1. All projects for improvement, repair, replacement, or upgrade should be included in the current municipal asset inventory.



2. All elements of a project should be included as part of a single project, (i.e. water, road and storm water).
3. If the project is one element of a larger plan, such as a section of roadway but not the full length, there must be an indication of how the full project unfolds to show this element is consistent with the other phases and does not negate them or require an unreasonable “re-work” to accommodate future phases.
4. The expenditure, operating cost impact, potential revenue and an analysis of options the proposed project (i.e. refurbish vs. replace a piece of equipment).
5. Historical records are to be included for the last 2 years or for the duration of the projects that remain open.
6. Projects carried forward from one year to another shall retain the original project # for tracking.
7. Town debt service information shall be submitted so that the high and low capital years can be synchronized with the high and low debt service years.
8. All cost estimates must have some basis either from an actual cost estimate, vendor estimate, or historical data.

## **SECTION VI. CIP PROJECT SELECTION CRITERIA**

New Hampshire RSA 674:6 requires that the Capital Improvements Program (CIP) classify projects according to urgency and need and to contain a time sequence for their implementation. The Moultonborough CIP Committee adopted a classification system that uses seven (7) possible classifications as outlined below. In deliberations leading up to the CIP Committee’s proposed capital allocations, each submitted project for the capital year 2014 and the next year 2015 was rated by each committee member using a score sheet form, then each submittal was ranked by the median score derived from totally and averaging scores. Using these rankings as a guide, members then assigned a class to each project submittal. After each project was classified, projects falling into the same class were reviewed against town needs as identified by the town master plan and further prioritization was established.

Class 1= Urgent Need-immediately for health & safety needs
Class 2= Justified Need-to maintain basic level & quality services
Class 3= Desirable-to improve quality & level of service
Class 4= Unprogrammed-not enough info provided to evaluate need
Class 5= Prior Approved Expense
Class 6= Not Considered
Class 7= Not Recommended

## **SECTION VII. DEVELOPMENT OF THE CIP**

In many New Hampshire communities the Planning Board has the responsibility for the preparation of the capital improvement program. In Moultonborough, after consultations with the Planning Board, the SelectBoard sought and obtained the approval of the legislative body to create a separate entity to carry out this responsibility not withstanding this difference in structure the CIPC still must follow the statute RSA 674:5 through 674:8.

The Capital Improvements Program must also be responsive to the uncertainties that are inherent in all aspects of community development. It is important that the program be reviewed on an annual basis to remain both proactive and practical.

**Review of Town Meeting.** The annual review and update process begins in the spring of each year with a review of the decisions made at the Moultonborough Town meeting. This review examines the capital improvement related decisions that were acted upon by the voters.

**Meetings with Project Sponsors.** Throughout the spring, the Committee meets with Boards, Commissions, Committees and Department Heads to discuss any updates to existing information, and to review and discuss any newly identified projects.

**Formulation of CIP Recommendations.** In the summer, the Committee conducts final meetings with project sponsors if necessary. By consensus the Committee develops its recommendations for the ensuing six year program period. The Master Plan provided background information and provides guidance to the Committee processes.

**CIP Adoption.** The CIP Committee presents its Draft recommended program to the community at a public hearing. This is an opportunity for the public to comment on the CIP prior to its adoption. The Draft is then formalized based upon the comments received. The notification and hearing requirement processes the CIPC follows are the same process that used for the adoption of a Master Plan provided for in RSA 675:6. Once adopted, the CIP is filed with the Town Clerk and the NH Office of Energy and Planning.

**CIP and the Budget Process.** The adopted CIP is forwarded to the Board of Selectmen, with copies to the Advisory Budget Committee, School Board and Library Trustees for their consideration as part of the budget development processes. As the respective entities hold their budget workshops and hearings, the public has additional opportunities to comment on capital improvements. We expect to place a copy on the Town Website for easy access to members of our community.

One of the goals of the CIP is to recommend a stable program of improvements in terms of the associated tax rate impact. Although capital improvements represent a relatively small portion of Town appropriations, they can be easily targeted for budget reduction purposes. It is important that public officials consider needed capital expenditures within the context of the bigger spending picture. To the extent this is accomplished reasonably, tax rate stability can be achieved while decreasing the likelihood that action on needed capital improvements will be deferred.

**Town Meeting.** The budget processes culminate with the consideration of budgets presented by the Board of Selectmen with comments by the Advisory Budget Committee to the Town Meeting. It is at the Town Meeting vote where actual appropriations are made to fund capital improvements.

**Public Participation.** The people of Moultonborough have the opportunity to participate in the development of the program and to review and comment on the setting of community needs and priorities. The value of public participation lies not only in allowing the project beneficiaries and taxpayers to express their desires, but also in obtaining continued public support for future investments in our community.

## **SECTION VIII. PROGRAM FINANCE**

As mentioned previously, the CIP forecasts major capital projects within a flexible framework designed to distribute the tax burden attributable to capital expenditures over time. Towards this end, the Committee recommends a six-year program that fits within reasonable, fiscal constraints. Although a fiscally constrained CIP is not a statutory requirement, the Committee feels that it is a very important element of a balanced program.

**Project Financing.** Financing mechanisms will vary by project and circumstance including general fund revenues, special assessments, grant funding, Capital Reserve funding, lease/purchases, and short and long-term borrowing.

**Non-Property Tax Revenue Offsets.** Non-property tax revenues such as federal and state grants are identified in relation to specific projects. These projected revenue offsets are applied to project costs.

**Expendable Trust Funds.** The making of an annual contribution to an expendable trust fund for future withdrawal can be a useful tool to “smooth” out the property tax levy. The community is currently undergoing a complete review of its trust funds as to when it should establish one, how to establish, how much to annually contribute, and what the “floor” (i.e. minimum level) and “ceiling” (i.e. maximum level) should be. The CIPC recommends adhering to the annual recommended contributions to the reserve accounts and the percentage ceiling for capping the total capital year expenditures on an on-going basis as outlined in the Capital & Reserve Financing Plan Memorandum dated, October 20, 2011 (also endorsed by the Board of Selectmen).

## SECTION IX. CAPITAL EXPENSE HISTORY AND REQUESTS: Reserve Fund Recommendations

YEAR ON YEAR COMPARISON OF TOTAL VS. TAX LEVY - FOR ILLUSTRATION PURPOSES ONLY

Final FY 2013						Tentative FY 2014 (CIPC Recommendation for Capital Projects)				
Art. #	Item	Reserves	Grants	Taxes	Total	Total	Taxes	Grants	Reserves	Item
12	Roads	-	\$140,000	\$635,000	\$775,000	\$800,000	\$660,000	\$140,000	-	Roads
14	Turnout Gear	-	-	\$15,000	\$15,000	\$15,000	\$15,000	-	-	Turnout Gear
13	Software (1)	\$100,000	\$0	\$0	\$100,000					
14	Police Cruiser	-	-	\$50,500	\$50,500	\$50,750	\$50,750	-	-	Police Cruiser
14	Facilities Flooring Replacement	\$25,000	-	-	\$25,000	\$25,000		-	\$25,000	Facilities Flooring Replacement
14	DPW Dump Truck	\$157,000	-	\$12,500	\$170,000	\$95,000	-	-	\$95,000	DPW Dump Truck
14	Basement Records Storage Shelving	\$0	-	\$10,000	\$10,000	\$40,000		-	\$40,000	DPW Tele-Arm Lift Truck
14	DPW H'wy Wood Boiler	\$10,000.00	\$0.00	\$7,750	\$17,750.00	\$55,000	\$30,000	-	\$25,000	DPW Skid SteerTractor
14	Pathway Retrofits	\$0.00	\$0.00	\$37,500	\$37,500.00	-	-	-	-	Pathway Retrofits
17	5 year re-evaluation (2)	\$110,000.00	\$0.00	\$0	\$110,000.00	\$60,000	\$60,000	-	-	Energy Upgrades
						\$35,000	\$5,000		\$30,000	M'Boro Neck Fire Station Roofing
						\$45,000	\$45,000			Rehab Ball Field at Playground Dr
						\$17,500			\$17,500	BRC Gym Site Study
										Purchase Taylor Property
15	Personnel Liability CRF	-	-	\$14,500	\$14,500	\$14,500	\$14,500	-	-	Personnel Liability CRF
15	Community Substance CRF	-	-	\$4,300	\$4,300	\$4,300	\$4,300	-	-	Community Substance CRF
15	Communication Technology CRF	-	-	\$22,500	\$22,500	\$22,500	\$22,500	-	-	Communication Technology CRF
15	Appraisal CRF	-	-	\$24,000	\$24,000	\$24,000	\$24,000	-	-	Appraisal CRF
15	Firefighting Equipment CRF	-	-	\$110,000	\$110,000	\$67,000	\$67,000	-	-	Firefighting Equipment CRF
15	Police Communications CRF	-	-	\$2,500	\$2,500	\$2,500	\$2,500	-	-	Police Communications CRF
15	DPW Equipment CRF	-	-	\$160,000	\$160,000	\$160,000	\$160,000	-	-	DPW Equipment CRF
16	Historic Building CRF	-	-	\$12,500	\$12,500	\$12,500	\$12,500	-	-	Historic Building CRF
16	Municipal Building CRF	-	-	\$45,000	\$45,000	\$60,000	\$60,000	-	-	Municipal Building CRF
16	Milfoil	-	-	\$195,000	\$195,000	\$195,000	\$195,000	-	-	Milfoil
16	Lee's Mills	-	-	\$3,000	\$3,000	\$3,000	\$3,000	-	-	Lee's Mills
16	Dry Hydrant	-	-	\$2,500	\$2,500	\$2,500	\$2,500	-	-	Dry Hydrant
17	Engine 2 lease**	-	-	\$90,000	\$90,000	\$90,000	\$90,000	-	-	Engine 2 lease (2/4)
17	Grader Lease	-	-	\$49,395	\$49,395	\$49,395	\$49,395	-	-	Grader Lease (Final year)
17	Backhoe Lease	-	-	\$18,358	\$18,358	\$18,358	\$18,358	-	-	Backhoe Lease (Final year)
		\$402,000	\$140,000	\$1,521,802	\$2,064,302	\$1,963,802	\$1,591,302	\$140,000	\$232,500	
						-4.87%	4.57%			

Notes: (1) This was funded in FY2012, but not completed. It is being offset in FY2013 w/an application of unassigned fund balance.

(2) This expenditure covers only the one time payment for revaluation in the final year of the current contract expenditure and is found in the operation budget.

## **SECTION X. COMMITTEE RECOMMENDATIONS**

The CIPC recommends the accumulation of capital reserves to provide a smoothing out of capital funding required to meet the town's needs on a long-term basis as per the October 20, 2011 Memo Report prepared by the Town Fellow. (See Reserve Fund Recommendation chart - above). The CIPC recommends this level funding process that includes the Capital Reserve philosophy adopted by the BOS in 2011. This will level out over the next 6 years at approx. \$2Mil per year.

The CIPC is recommending all the projects in the Capital year, with the exception of one project, the Taylor Property land purchase request, ranked as a priority seven (7), as indicated in the attached 2014-2019 CIP spreadsheet document. Please also refer to Appendix B. Committee Ranking-Median Based spreadsheet. Therefore, this designated project is not included in the total amount on the 2014-2019 CIP spreadsheet.

A policy of utilizing Lease-purchase programs is advocated for large ticket equipment purchases which will spread rather than spike the cost. This policy is preferable to simply moving out a large purchase, which just defers the problem and increases the eventual cost to the Town.

All project requests were analyzed for their Master plan tie-in, which is indicated in Appendix A.

The Committee respectfully requests that the CIP Report be included in the Town's Annual Report.

### **ASSET MANAGEMENT PLAN**

The asset management plan proposal for the town was reviewed at a work session last year with the BOS. It is the CIPC's opinion that this is a necessary tool to support long-range capital budgeting. We also understand that this process will be new for Dept. Mgrs. and should be phased in as new equipment is purchased or as capital requests are developed for replacement of existing equipment and facilities. There needs to be a long-term process for supporting capital requests that currently falls short of the information required for justification of large expenditures. The initial response to the CIPC Asset Management Plan recommendation is the DPW, Fire Dept., and Police Dept. have committed to begin tracking all rolling stock maintenance records in 2013 so that reports by specific piece of equipment will be available for 2014 and beyond. The new process uses existing software to track repair work plus regular maintenance. This provides added objectivity to the performance of per vehicle cost analysis to help determine whether a continued repair option or replacement option is the more cost effective for an upcoming budget cycle.

The CIPC also recommends an equipment replacement planning approach that uses manufacturer recommended replacement schedules as the long-term planning guide and depends on actual serviceability of equipment at appropriate cost levels for year to year determination when the target year is reached (if it isn't broken, we won't replace it).

### **CAPITAL SPENDING FORECAST CHARTS**

Finally, we have included three capital spending forecast charts in Appendix I regarding proposed capital requests that outline three options for capital expenditures at different spending levels. These are only three of many possibilities to illustrate a number of potential spending levels that the BOS could recommend to the Town for its annual budget consideration and long-range planning. The options shown would allow for accumulation of trust fund dollars to meet long-term capital needs and also attempt to level/equalize spending trends for the long term as required by the CIPC charter.

## RECOMMENDATIONS

Overall the CIPC feels that the Dept. Mgrs., School and Library have put together responsible Capital requests that address the long-term needs of the town. It is however, our opinion that the BOS should take a critical look at the needs requested in light of the areas overall economic realities. The CIPC has outlined several levels of spending that could be adjusted based on overall spending levels that may be desirable. These levels have been shown in the charts included in this report. The attempt has been made to level spending at several different dollar amounts to give the BOS guidance in determining which capital projects be included in any given calendar year. In other words, we indicate which projects should be included when a capital dollar threshold is met. These options outlined show how desired projects could be distributed over the 6 year time line.

### CIPC Commentary on Capital Projects Plan 2014 Projects

The Capital Planning process continues to mature. Submittals by the Department Heads are markedly improved in terms of depth of request, rationale and supporting data. We commend and thank each individual who worked through the process and the myriad of requests, questions and discussions. We also thank those in the Moultonborough Community who have shown interest and taken the time to ask questions which has helped to make a better Plan.

The CIPC recommends continuing the program to build the Capital Reserve Funds to levels that can provide multi-year smoothing of annual appropriations needed for Capital expenses. Of concern is the potential increase of approximately 15% in Capital Requests for 2014 over the approved 2013 Capital Expense. Of even deeper concern are the requests for the out years. For example, the Capital Requests for 2015 (two years out) are an approximate 50% increase over the approved 2013 year Capital Expense.

Funding for these Capital projects may be via lease purchase, liquidation of reserve accounts, or low-interest bonds, or any combination of these.

The CIPC was unable to comment on the “Old Dump/Landfill” project as it has not put before us for consideration. We identify this as potential capital item in the coming years and suggest funding earmarked for this potential liability after reviewing recent boring test results.

There is also a Petition Warrant Article underway for a Village Sidewalk Study. Future capital spending for proposed sidewalks is not included in this Plan. Should the Study materialize into reality, funding must be included in a CIP update. It has not been considered by the CIPC.

The CIPC recommendations are grouped into Priority Classifications as identified previously in this report and on various charts. Projects identified as priority 1 (Urgent Need – immediately for health and safety needs) and Priority 2 (Justified Need – to maintain basic level and quality of services) are not included in this commentary as they are fully supported and recommended by this Committee. We will provide comments on lesser ranked priority items only, such as Priority 3 (Desirable-to improve quality & level of service), Priority 4, and Priority 7 (Not Recommended). In some cases, Priority 4 (Unprogrammed – not enough info provided to evaluate need) has been used. Our desire is to obtain the missing information so as to properly classify each project and give it full consideration vs. all other projects before us.

### PRIORITY CODE 3: DESIRABLE – TO IMPROVE QUALITY AND LEVEL OF SERVICE

# 3/Bldg & Grounds: Facilities Flooring Replacement and Repainting. This is approved again for 2013, however the CIPC requests a more complete explanation of the projects anticipated for funding requests. The Department has no additional funding requested for this item until 2018.

#8/Bldg & Grounds: Facilities Energy Upgrades. This is recommended by the CIPC and identified by the Department Head as a potential savings of approximately 10%. A total expense of nearly \$300K over four years warrants a more detailed analysis. That should include current energy costs and calculated savings with payback period, at a minimum. We expect that level of detail for 2014.

#14/DPW: 2014 550 Style 6 wheel dump truck with plow wing and sander (\$95,000): The CIPC has requested maintenance logs to support this DPW request. This new step in the process is made to ensure we gather as much information as possible to make the best decision for the Community. At this juncture, we have received much of the additional information requested and see the need for this purchase.

#15/DPW: Tele-Arm Bucket Lift. The “old” Bucket Lift was sold at surplus auction earlier in the year leaving the DPW with no asset of this type. For staff safety and emergency use situations, the CIPC recommended the purchase of a replacement unit.

#52/Recreation: Engineering to Rehab Baseball Field at Playground Drive: Of concern to the CIPC is the potential magnitude, both in terms of time and expense, which may be imposed by DES on this project. A similar effort at the Soccer Field proved to be significant with a continuous moving target of events, requirements and hidden expense. Alternatives to engineering design and reconstruction have not been presented. There is no consensus on this project.

#58/Recreation: Feasibility Study for Construction of Bldg. with gym, program space, office, storage: This item was approved in concept at Town Meeting 2013 with the CIPC for 2014 providing the



funding for the Study. The major hesitation among the CIPC members is the layout of the Study itself as presented by the Department Head, i.e. what will be included and researched. Quantitative values to support the need for the gym must be updated. Later in our review process we became aware of the work of the Town Fellow to define and layout a Feasibility Study. We expect that defined process is followed for this Study to achieve the best possible results and alternatives for our tax dollars. Certainly cost of operation and longer-term maintenance are elements of any such Study. We anticipate an involvement by the CIPC in the Study process.

#6/Bldg & Grounds: Moultonboro Neck Fire Station Roofing Replacement (\$35,000): At this time, the replacement does not appear to have a priority as ranked against other projects. It is a maintenance item requiring attention, however when considering condition and age. This should be monitored and repaired as needed.

#57:/Recreation: Retrofit Pathway for Usability (\$37,500): This is a safety issue; however the CIPC bigger matter is the solution and total expense to fix the problems with Phase II of the Pathway. We own it and must maintain it, which is not under discussion. The forward-looking estimates appear low when considering recent expense history. The CIPC has requested the Department Heads review this item so as to provide the best possible total expense visibility to the Community given recent history which was not available at the onset. We acknowledge it may be difficult but important to do given the potential magnitude of this project.

#### PRIORITY CODE 4: - UNPROGRAMMED – NOT ENOUGH INFO PROVIDED TO EVALUATE NEED

None for the capital year.

#### PRIORITY CODE 7: - NOT RECOMMENDED

#35:/Town Hall (\$245,000): Purchase of Parcel at Map 52 Lot 14; 970 Whittier Highway (aka Taylor Property): After much discussion amongst CIPC membership on extreme sides of this issue, the priority represents the final majority vote, not consensus. On the one side is the potential for property that can be brought forward to the voters to decide. On the other side is the concern of too many unknowns. Using tax dollars to purchase a similar undertaking in the recent past caused significant turmoil and remains just as unpopular today to many. Several initiatives in the Village are affront to purchase property, install sidewalks, and/or other “saving” actions. The longer-term vision, total project costs, including maintenance and staffing, must be included in any request, with options, before it can be fully vetted for consideration. A full market analysis and independent appraisal should be made on each property considered for purchase. Also, the question of “why the taxpayers and not private resources” should be included in the review. The majority opinion is that it is too early and too

many questions remain open to consider bringing this before the voters “just in case” we may need it someday.

# Appendix A. Master Plan Tie-In Table

Final

CIP MASTER PLAN TIE-IN

Dept.	Project	Master Plan Tie-in?	Chapter	Page, Section	Strength
BLDG	Facilities Flooring Replacement & Repainting	Yes	VII	55, 65 G. 2.	Normal
BLDG	Public Safety Building Slab Replacement/Repair	Yes	VII	55	Normal
BLDG	Replace Roof & correct Roof Transitions Lions Club Bldg	Yes	VII	55, 77 O.	Normal
BLDG	M/Boro Neck Fire Station Building Roofing Replacement	Yes	VII	55, 60 D. 4 & 5	Strong
BLDG	Public Safety Parking Lot Replacement	Yes	VII	55	Normal
BLDG	Facilities Energy Upgrades	Yes	VII	55	Weak
BLDG	Highway Garage Building Maintenance Bay Addition	Yes	VII	62 E. 4; 66	Normal
DPW	Road Projects	Yes	VIII	86 D.	Strong
DPW	2014 550 Style 6 Wheel Dump Truck w/Plow, Wing and Sander	Yes	VII	62 E. 2	Normal
DPW	7-Passenger Fleet Van Replacement	Yes	VII	62 E. 2; 63 F. 2	Normal
DPW	Tele-Arm Bucket Lift	Yes	VII	62 E. 2	Normal
DPW	Pay-Loader Replacement w/Plow and Broom	Yes	VII	62 E. 2	Normal
DPW	2016 6 Wheel Dump Truck	Yes	VII	62 E. 2	Normal
DPW	[2]-2016 1-Ton Pickups w/Plow and Sander	Yes	VII	62 E. 2	Normal
DPW	2017 1-Ton Pickup w/Plow and Sander	Yes	VII	62 E. 2	Normal
DPW	Skid Steer Replacement w/quick attach snow blower, bucket, forks & sweeper	Yes	VII	69 J. 3	Normal
DPW	2018 19.5k GVW- 6 Wheel Dump Truck w/Plow, Wing and Sander	Yes	VII	69 J. 3	Normal
FIRE	Replacement of Self-Contained Breathing Apparatus	Yes	VII	60 D. 6	Strong
FIRE	Replacement of First Responder Medical Vehicle [1] (Rescue 2)	Yes	VII	59 D. 3 & 6	Strong
FIRE	Replacement of First Responder Medical Vehicle [2] (Rescue 3)	Yes	VII	59 D. 3 & 6	Strong
FIRE	Replacement of Pumper (Engine 2) Lease Purchase	Yes	VII	59 D. 3 & 6	Strong
FIRE	Replacement of Chief's Command Vehicle	Yes	VII	59 D. 3 & 6	Normal
FIRE	Replacement of Forestry Vehicle (combine replacement of F1&R3)	Yes	VII	59 D. 3 & 6	Normal
Town Hall	Purchase Parcel at Map 116 Lot 5-Greene's Basin Road-cost tentative	Yes	II; V	5, 3rd bullet from bottom; 40 B. last para.	Weak
Town Hall	Purchase Parcel at 1091 Whittier Highway adjacent to Berry Pond	Yes	II; V	5, 3rd bullet from bottom; 40 B. last para.	Weak
Town Hall	Purchase Parcel at 34 Berry Pond Way adjacent to Berry Pond	Yes	II; V	5, 3rd bullet from bottom; 40 B. last para.	Weak
Town Hall	Purchase Parcel at 10 Orchard Drive adjacent to Moultonborough Academy	Yes	II; V	5, 3rd bullet from bottom; 40 B. last para.	Weak
Town Hall	Purchase Parcel at 970 Whittier Highway (Taylor Property)	Yes	II; VI	11, 3; 52 Goal #2, 1.b. e.	Normal
Town Hall	Basement Shelving System for Town Records	Yes	VII	62 E. 4; 66	Normal
POLICE	Replace 2009 Crown Victoria Cruiser w/2015 Ford Police Interceptor Sedan	Yes	VII	56 C. 1	Normal
POLICE	Replace 2007 Crown Victoria K-9 Cruiser w/2014 Ford Police Interceptor Sedan	Yes	VII	56 C. 1	Normal
POLICE	Replace 2010 Crown Victoria Cruiser w/2015 Ford Police Interceptor Sedan	Yes	VII	56 C. 1	Normal
POLICE	Replace Chief's Vehicle w/2016 Ford Police Interceptor Sedan	Yes	VII	56 C. 1	Normal
POLICE	Replace 2009 Chevy Impala Cruiser w/2017 Ford Police Interceptor Utility	Yes	VII	56 C. 1	Normal
POLICE	Replace 2005 Ford Police Interceptor w/2018 Ford Police Interceptor Sedan	Yes	VII	56 C. 1	Normal
POLICE	Replace 2013 Ford Police Interceptor w/2019 Ford Police Interceptor Sedan	Yes	VII	56 C. 1	Normal
REC	Rehab Baseball Field at Playground Drive	Yes	VII	76 N. 5, append. F	Normal
REC	Install Lights at Baseball Field at Playground Drive	Yes	VII	76 N. 5, append. F	Normal
REC	20 Passenger Coach Bus	Yes	VII	76 N. 5, append. F p 17	Normal
REC	States Landing 3 Phase: dredging, boat launch, park improvements	Yes	VII	75 N. 1 & 5	Normal
REC	Construct Bldg w/gym, program space, offices, storage	Yes	VII	76 N. 4, 5 & 6, append. F	Normal
REC	Retrofit Moultonborough Pathway for Usability	Yes	VII	55, 75 N. 1	Normal
REC	Feasibility Study for Construction of Bldg. w/gym, program space, offices, storage	Yes	VII	76 N. 5, append. F	Normal
REC	Replace one set of Play Equipment at Playground Drive	Yes	VII	55; 74 N. 1; append. F p 11 & 21	Normal
SCHOOL	Reconstruct MA Entrance Drive Drainage	Yes	VII	71 K. 1	Normal
SCHOOL	Replace School Truck and Plow	Yes	VII	71 K. 1	Normal
SCHOOL	Replace Lobby Storefront at MA	Yes	VII	71 K. 1	Normal

## Appendix B. Committee Ranking-Median Based

Dept.	Project	Adj'd Rank	CIP C Priority	CIPC Overall MED Ranking	CIPC Overall AVG Ranking	Hi-Lo	Sum	Proj Year
FIRE	Replacement of Pumper ( Engine 2 )	1	1	57.5	55.8	10	335	2016
FIRE	Replacement of Self-Contained Breathing Apparatus (new in '14)	2	1	46.0	45.5	12	273	2018,19
FIRE	Replacement of First Responder Medical Vehicle (2) (Rescue 3)	3	2	52.1	50.6	13	304	2019
DPW	Road Projects (yearly)	4	2	49.0	49.3	6	296	ALL
FIRE	Replacement of First Responder Medical Vehicle (1)(Rescue 2)	5	2	46.5	46.5	12	279	2015
POLICE	Replace 2009 Crown Victoria Cruiser w/2015 Ford Police Interceptor Utility	6	2	43.5	42.7	6	256	2015
POLICE	Replace 2010 Crown Victoria Cruiser w/2015 Ford Police Interceptor Utility	7	2	43.5	42.7	6	256	2015
POLICE	Replace 2009 Chevy Impala Cruiser w/2017 Ford Police Interceptor Utility	8	2	42.5	37.4	27	224	2017
POLICE	Replace 2007 Crown Victoria K-9 Cruiser w/2014 Ford Police Interceptor Utility	9	2	42.0	41.3	8	248	2014
POLICE	Police Chief's Vehicle w/2016 Ford Police Interceptor Utility	10	2	41.9	39.6	19	238	2016
POLICE	Replace 2005 Ford Police Interceptor w/2018 Ford Police Interceptor Utility	11	2	40.6	36.5	28	219	2018
SCHOOL	Reconstruct MA Entrance Drive Drainage	12	2	40.0	38.8	25	254	2015
POLICE	Replace 2013 Ford Police Interceptor w/2019 Ford Police Interceptor Utility	13	2	38.8	29.8	32	179	2019
DPW	6 Wheel Dump Truck	14	2	37.5	37.7	15	226	2016
DPW	Skid Steer Replacement w/quick attach snow blower, bucket, forks & sweeper	15	2	36.0	35.3	12	212	2014
DPW	(2) 1-Ton Pickup w/Plow and Sander	16	2	33.1	33.1	21	199	2016
THall	Basement Shelving System for Town Records	17	2	31.0	31.5	10	189	2015,17
DPW	19.5k GVW- 6 Wheel Dump Truck w/Plow, Wing and Sander	18	2	29.4	32.3	22	194	2018
SCHOOL	Replace School Truck and Plow	19	2	29.4	28.0	31	168	2016
DPW	Skid Steer Replacement w/quick attach snow blower, bucket, forks & sweeper	20	2	22.5	23.2	19	139	2019
DPW	550 Style 6 Wheel Dump Truck w/Plow, Wing and Sander	21	3	40.0	40.7	7	244	2014
DPW	Pay-Loader Replacement w/Plow and Broom	23	3	36.0	36.3	12	218	2015
DPW	1-Ton Pickup w/Plow and Sander (new in '14)	22	3	36.0	34.6	5	173	2017
BLDG	M'Boro Neck Fire Station Building Roofing Replacement (new in '14)	40	3	35.0	33.7	23	202	2014
BLDG	Replace Roof & Correct Roof Transitions Lions Club (new in '14)	24	3	31.0	29.2	13	175	2016
REC	Replace one set of Play Equipment at Playground Drive (new in '14)	25	3	30.0	30.0	6	180	2017
FIRE	Replacement of Forestry Vehicle (combine replacement of F1&R3)	26	3	30.0	29.5	24	177	2018
DPW	Tele-Arm Bucket Lift	27	3	29.0	28.5	20	171	2014
REC	States Landing 3 phase: dredging, boat launch, park improvements (new in '14)	28	3	29.0	26.2	18	157	2015,16,17
FIRE	Replacement of Chief's Command Vehicle	29	3	27.5	27.7	20	166	2017
BLDG	Facilities Energy Upgrades	30	3	27.5	26.3	16	158	2014,15,16,17
BLDG	Facilities Flooring Replacement & Repainting	31	3	27.0	27.0	12	162	2014
REC	Rehab Baseball Field at Playground Drive	32	3	26.5	27.2	14	163	2015,16
SCHOOL	Replace Lobby Storefront at MA	33	3	24.4	25.2	11	151	2019
BLDG	Public Safety Parking Lot Replacement	34	3	23.8	25.7	18	154	2018
REC	Retrofit Moultonborough Pathway for Usability	42	3	23.0	23.7	30	142	2014,15,16
REC	20-Passenger Coach Bus	35	3	22.5	20.8	20	125	2015
REC	Feasibility Study for Construction of Bldg. w/gym, program space, offices, storage	36	3	20.5	20.7	10	124	2014
REC	Install Lights at Baseball Field at Playground Drive	37	3	17.5	17.3	15	104	2016
THall	Purchase Parcel at 1091 Whittier Highway adjacent to Berry Pond	38	3	5.6	5.4	8	33	2018
BLDG	Public Safety Building Slab Replacement/Repair	39	4	49.5	49.5	9	297	2016
DPW	7-Passenger Fleet Van Replacement (new in '14)	41	4	22.0	22.0	20	110	2017
REC	Construct Bldg. w/gym, program space, offices, storage (new in '14)	43	4	14.5	13.8	24	83	2017
BLDG	Highway Garage Building Maintenance Bay Addition	44	4	2.5	4.4	14	27	2017
THall	Purchase Parcel at Map 52 Lot 14-970 Whittier Highway (new in '14)	45	7	26.0	25.2	12	151	2014
THall	Purchase Parcel at Map 116 Lot 5-Greenes Basin Road-cost tentative	46	7	11.0	10.3	18	62	2015
THall	Purchase Parcel at 10 Orchard Drive adjacent to Moultonborough Academy	47	7	3.1	3.4	7	20	2017
THall	Purchase Parcel at 34 Berry Pond Way adjacent to Berry Pond	48	7	0.6	1.3	4	8	2016
	2014 Requests in Yellow Highlight							
	2015 Requests in Blue Highlight (except multi-year that include 2014)							

Dept.	2014 Project Requests	Proj Year	JT	J B	B R	PJ	AB	R B	TT L	6-YR Rank	CIPC Priority	MED	AVG
DPW	Road Projects (yearly)	ALL	49	48	50	53	49	47	296	4	2	49.0	49.3
POLIC	Replace 2007 Crown Victoria K-9 Cruiser w/2014 Ford Police Interceptor Utility	14	43	44	36	40	41	44	248	9	2	42.0	41.3
DPW	Skid Steer Replacement w/quick attach snow blower, bucket, forks & sweeper	14	33	28	40	39	34	38	212	15	2	36.0	35.3
DPW	550 Style 6 Wheel Dump Truck w/Plow, Wing and	14	41	38	40	45	40	40	244	21	3	40.0	40.7
BLDG	M'Boro Neck Fire Station Building Roofing	14	39	25	42	44	31	21	202	40	3	35.0	33.7
DPW	Tele-Arm Bucket Lift	14	26	32	16	35	36	26	171	27	3	29.0	28.5
BLDG	Facilities Energy Upgrades	14,15	30	32	24	25	31	16	158	30	3	27.5	26.3
BLDG	Facilities Flooring Replacement & Repainting	14	32	28	26	26	30	20	162	31	3	27.0	27.0
REC	Rehab Baseball Field at Playground Drive	14,15	31	22	32	35	21	22	163	32	3	26.5	27.2
REC	Retrofit Moultonborough Pathway for Usability	14,15	40	22	10	26	20	24	142	42	3	23.0	23.7
REC	Feasibility Study for Construction of Bldg. w/gym,	14	27	18	20	21	17	21	124	36	3	20.5	20.7
THall	Purchase Parcel at Map 52 Lot 14-970 Whittier Highway	14	30	30	18	24	21	28	151	45	7	26.0	25.2

Sorted by **Priority**, **Median** (within same priority), **Average** (within same median)

**More Information Needed for 3 items - scoring based on expectation that DPW Director recommendation are supportable**

Dept.	2015 Project Requests	Proj Year	JT	J B	B R	PJ	AB	R B	TT L	6-YR Rank	CIPC Priority	MED	AVG
DPW	Road Projects (yearly)	ALL	47	48	50	53	45	47	290	4	2	47.5	48.3
FIRE	Replace First Responder Medical Vehicle (1)(Rescue 2)	15	52	44	50	48	45	40	279	5	2	46.5	46.5
POLIC	Replace 2009 Crown Victoria Cruiser w/2015 Ford Police Interceptor Utility	15	43	44	45	39	41	44	256	6	2	43.5	42.7
POLIC	Replace 2010 Crown Victoria Cruiser w/2015 Ford Police Interceptor Utility	15	43	44	45	39	41	44	256	7	2	43.5	42.7
SCHOC	Reconstruct MA Entrance Drive Drainage	15	40	40	40	35	39		194	12	2	40.0	38.8
THall	Basement Shelving System for Town Records	15,17	36	32	35	30	30	26	189	17	2	31.0	31.5
DPW	Pay-Loader Replacement w/Plow and Broom	15	36	34	40	42	36	30	218	23	3	36.0	36.3
REC	States Landing 3 phase: dredging, boat launch, park improvements	15,16	30	14	31	28	22	32	157	28	3	29.0	26.2
BLDG	Facilities Energy Upgrades	4,15,16	31	32	24	25	28	16	156	30	3	26.5	26.0
REC	Rehab Baseball Field at Playground Drive	15, 16	26	22	25	35	18	22	148	32	3	23.5	24.7
REC	Retrofit Moultonborough Pathway for Usability	14,15,1	40	22	10	26	20	24	142	42	3	23.0	23.7
REC	20-Passenger Coach Bus	15	19	22	25	28	8	23	125	35	3	22.5	20.8
THall	Purchase Parcel at Map 116 Lot 5-Greenes Basin Road-cost tentative	15	14	12	10	18	8	0	62	46	7	11	10.3

Sorted by **Priority**, **Median** (within same priority), **Average** (within same median)

**More Information Needed for 1 item - scoring based on expectation that DPW Director recommendation is supportable**

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## **Appendix C. NH RSA 674:7-8**

prospective development shown in the master plan of the municipality or as permitted by other municipal land use controls.

## HISTORY

Source. 1983, 447:1, eff. Jan. 1, 1984.

## ANNOTATIONS

## 1. Construction and application

Other than its management tool capabilities, a capital improvements program has no part to play in review of subdivision applica-

tions presented to governmental authorities. *Zukis v. Town of Fitzwilliam* (1992) 135 NH 384, 604 A2d 956.

## LIBRARY REFERENCES

## New Hampshire Practice

15 N.H.P. Land Use Planning and Zoning  
§§ 4.02, 29.02.

## 674:7 Preparation.

I. In preparing the capital improvements program, the planning board shall confer, in a manner deemed appropriate by the board, with the mayor or the board of selectmen, or the chief fiscal officer, the budget committee, other municipal officials and agencies, the school board or boards, and shall review the recommendations of the master plan in relation to the proposed capital improvements program.

II. Whenever the planning board is authorized and directed to prepare a capital improvements program, every municipal department, authority or agency, and every affected school district board, department or agency, shall, upon request of the planning board, transmit to the board a statement of all capital projects it proposes to undertake during the term of the program. The planning board shall study each proposed capital project, and shall advise and make recommendations to the department, authority, agency, or school district board, department or agency, concerning the relation of its project to the capital improvements program being prepared.

## HISTORY

Source. 1983, 447:1. 1995, 43:1, eff. July 2, 1995.

Amendments—1995. Paragraph II: Inserted “and every affected school district board, department or agency” preceding

“shall, upon request” in the first sentence and deleted “or” following “authority” and inserted “or school district board, department or agency” preceding “concerning” in the second sentence.

## CROSS REFERENCES

Authorization of program, see RSA 674:5.  
Contents of program, see RSA 674:6.



## LOCAL LAND USE PLANNING

674:9

### LIBRARY REFERENCES

#### **New Hampshire Practice**

15 N.H.P. Land Use Planning and Zoning  
§ 4.03.

**674:8 Consideration by Mayor and Budget Committee.** Whenever the planning board has prepared a capital improvements program under RSA 674:7, it shall submit its recommendations for the current year to the mayor and the budget committee, if one exists, for consideration as part of the annual budget.

### HISTORY

**Source.** 1983, 447:1, eff. Jan. 1, 1984.

### CROSS REFERENCES

Authorization of program, see RSA 674:5.  
Purpose of program, see RSA 674:6.

### LIBRARY REFERENCES

#### **New Hampshire Practice**

15 N.H.P. Land Use Planning and Zoning  
§ 4.03.

**Appendix D.**

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## **TOWN OF MOULTONBOROUGH**

### **An Order Creating a Capital Improvements Program Committee**

#### **Charge & Composition**

##### **1.) Purpose and Intent**

A need has been identified to plan for the orderly implementation and financing of a capital improvements program in a manner which meets the needs of the Town and minimizes fluctuations of the tax rate and the impact thereof upon its taxpayers. In order to address that need, there is hereby established a Capital Improvements Program Committee (hereafter the "Committee").

##### **2.) Authority**

This Order is adopted pursuant to Warrant Article 10 of the March 14, 2009 Town Meeting authorizing the Board of Selectmen (hereafter the "SelectBoard") to appoint such a committee and the authority of the SelectBoard to make policy and issue directives to make and order its prudential affairs. The Committee shall operate under the framework of RSA 674:5, 6, and 7 and that set forth herein.

##### **3.) Definitions**

Words used in this Order shall be defined by the common usage under New Hampshire Statute unless otherwise defined herein. Wherever the masculine gender is used it shall include the feminine and vice-versa. Shall is mandatory; may is permissive or discretionary.

##### **4.) Composition & Term**

###### **a. Members, Appointment and Removal**

The Capital Improvement Planning Committee shall be composed of five (5) permanent members and two (2) alternate members as follows:

- One (1) from the SelectBoard,
- One (1) from the Advisory Budget Committee,
- One (1) from the Planning Board,
- Two (2) from the at-large residents of the Town, and
- Two (2) alternate members from the at-large residents of the Town.

Except as otherwise provided herein, the members shall be appointed by a majority vote of the SelectBoard. The SelectBoard, Advisory Budget Committee and Planning Board members shall each be appointed by their respective bodies. Those three (3) bodies may also each appoint an

alternate from their body to sit in the stead of such appointed member. The Advisory Budget Committee and Planning Board may not appoint any person serving upon their respective body in an ex-officio capacity to the Committee. Members may be removed for cause, after notice and a hearing, by the appointing authority.

In addition thereto, the Town Planner and the Finance Director shall serve as ex-officio non-voting members who shall otherwise enjoy full privileges to participate in the proceedings of the Committee provided that they may not be elected to any officer position nor be counted toward the quorum requirement.

None of the at large members or alternate members may be employed by the Town in a full-time elected or appointed position due to what some might perceive as a desire on their part to further the interests of their operational units without giving due consideration to the needs of the organization as a whole.

**b. Term of Office**

The term of office shall not commence until the member is sworn to the faithful performance of their office by the Town Clerk. The term of Ex-Officio members from the SelectBoard, Planning Board, and Advisory Budget Committee shall end annually upon the date of the Town Election At-large members and alternates shall serve a term of three years to end on June 30th of a given year. The initial appointments shall be made in such a fashion that none of the terms of the permanent members shall expire in the same year and the terms of the alternate members shall not expire in the same year. Appointments to fill a vacancy shall be for the period remaining in the unexpired term.

**c. Seating and Capacity of Alternate Members**

Alternate at-large members shall be seated to participate in any matter where a permanent member has excused himself over a matter in which he has a conflict or to provide a full complement of five members to conduct business. The minutes shall reflect any alternate member seated to act in the stead of a permanent member and the reason therefore. A seated alternate member shall have all the rights and voting privileges of a permanent member.

**d. Officers**

The Committee shall elect a Chair from amongst its members. It may and create and fill such other offices as it may deem necessary for its work. Ex officio members are not eligible to serve as officers of the Committee, The term of the Chair, and any other such officers shall be one year, and he shall be eligible for reelection.

## **5.) Powers and Duties**

### **a. Annual Program**

The Committee shall, in the year beginning on January 1, 2011 and then annually thereafter, prepare and submit to the SelectBoard, for their review and consideration, a report recommending a Capital Improvement Program (hereafter the "Program") for a period of no less than the coming six (6) fiscal years, including a Capital Improvement Budget for the next fiscal year, and the financing thereof. The purpose and effect of the Program shall be to aid the SelectBoard and the advisory budget committee in their financial planning and deliberations on annual budget requests.

The Program shall contain the estimated cost of each project and indicate probable operating and maintenance costs and probable revenues, if any, as well as existing sources of funds or the need for additional sources of funds for the implementation and operation of each project. The program may encompass both projects being currently undertaken and future projects to be undertaken with federal, state, county and other public funds. The Program shall classify projects according to their urgency and need for realization, shall recommend a time sequence for their implementation, and shall specifically comment on the relationship of the Program and budget to its consistency with the Town's Master Plan.

The Program shall include only those capital projects and improvements (hereafter the "Project") involving tangible assets and projects which (1) have a useful life of not less than five years and (2) cost over \$10,000 [or such other sum which conforms with Statement #34 of the Governmental Accounting Standards Board (GASB 34) or such future equivalent capitalization schedules. It shall be an evasion of this Order to propose to finance an item meeting the foregoing definitions through normal operations or otherwise without first or, it shall submit the same to the Committee who shall study and report on the same to the SelectBoard forthwith.

The Program shall be submitted no less than 120 days prior to the date of the Annual Town Meeting. In preparing and submitting its annual report the Committee shall hold at least one public hearing at least fifteen (15) days prior to submitting its report and give warning of the public hearing with no less than fifteen (15) days notice. A copy of the proposed Program shall be available to the public at the time of the notice being published

In the time period prior to January 1, 2011, the Committee shall act diligently to: (a) obtain familiarity with the Town's current physical plant, infrastructure, and capital equipment, (b) review the Town's capital expenditures for the past 10 Fiscal Years, (c) review available documents detailing future capital needs including, but not limited to, the Town Master Plan, the Vehicle Replacement Plan and the like, (d) become familiar with state law with respect to how communities may finance Capital Improvements and establish reserves for the same, (e) review how various communities plan and finance their capital improvements, and (f) prepare and distribute an informative procedures manual to all describing the purpose of the committee and the expectations of it by the SelectBoard, what qualifies as a "Capital" expenditure, and how requests will be solicited received, reviewed and ranked, and then dealt with through the budgeting process.

**b. Conferring with Town Department and Agencies**

In preparing the Program, the Committee shall annually confer with the School Board and every municipal department, board, committee, or agency to solicit proposals for projects for the coming time period the subject of the Program. In soliciting such proposals, with at least thirty (30) days prior notice, the Committee shall solicit proposals for projects, upon forms designated by it, which describe the proposal, costs, operational benefits, cost increases or efficiency to be realized, relationship to the Master Plan or other objectives, proposed sources of grant or other supplementary financing and such other information as the Committee may deem useful to its deliberations.

The committee shall study each proposed capital project, and shall advise the proposing entity concerning the relation of the recommendations of the master plan in relation to the proposed project and the relation of the project to the Capital Improvement Program being prepared. In other matters, the Committee shall confer, in a manner it deems appropriate, with the requesting agencies and such other parties as it deems advisable allowing a reasonable time for response. All Town Departments shall cooperate in making a timely response to any such inquiries.

**c. Action by the SelectBoard**

Within ninety (90) days of receiving the Committee's report the SelectBoard shall advise the Committee whether it has accepted the report in whole or in part and what it shall submit for funding requests as part of the coming fiscal year budget.

**d. Expenditures Authorized or Controlled**

The SelectBoard shall not request an appropriation at a Town Meeting for a capital improvement purchase or project unless the proposed capital improvement is considered in the Committee's Report or the Committee has submitted a report to the Town Administrator explaining the omission. It is the intent of this paragraph that no project expenditure shall be made or undertaken unless the same has been previously considered by the Committee. This provision is not applicable to any capital improvements placed on the Town Meeting warrant by citizen petition, or otherwise governed by statute.

Such Capital Improvement Program, after its approval by the SelectBoard, shall permit the expenditure on projects included therein from departmental budgets for preliminary or ancillary matters relating to the project or purchase, such as for surveys, architectural or engineering advice, options or appraisals; but no such expenditure shall be incurred which has not been so approved by the Town through the appropriation of sums in the current fiscal year or in prior years, or for preliminary planning for projects to be undertaken more than five years in the future.

**e. Annual Report Publication and Filing**

The Committee shall file a copy of its Report and the SelectBoard's recommended Capital Budget shall be published and made available in a manner consistent with the distribution of the Advisory Budget Committee Report. The Committee shall deposit its original Report with the Town Clerk. The Committee shall file an executive summary of its annual activities for inclusion in the Annual Town report.

**6.) Predecessors and Successors**

Upon the effective date of this Order, the Municipal Needs Committee and the Recreation Strategic Planning Team are hereby dissolved. All records, property, equipment, and facilities owned by the town and under the control of the offices, boards, or commissions which are abolished or superseded by this Order shall be transferred to and be under the control of the Committee.

**7.) Severability**

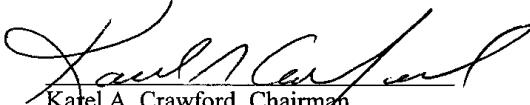
The provisions of this Order shall be severable. If any portion of this Order is determined by any court of competent jurisdiction to be unenforceable or illegal, then all other portions of this Ordinance not expressly found to be unenforceable or illegal shall remain fully in effect.

**8.) Effective Date**

This Order is effective on January 21, 2010 and supersedes all previous orders or policies relative to or in conflict with this matter and the procedures described herein.

Approved and adopted this 21st day of January 2010 by a vote of 4 in favor and 0 opposed.

Certified as To a True and Accurate Vote

  
Karel A. Crawford, Chairman  
Town of Moultonborough SelectBoard Chair

## **Appendix E.**

### **RSA 674:21 Innovative Land Use Controls**

V. As used in this section "impact fee" means a fee or assessment imposed upon development, including subdivision, building construction or other land use change, in order to help meet the needs occasioned by that development for the construction or improvement of capital facilities owned or operated by the municipality, including and limited to water treatment and distribution facilities; wastewater treatment and disposal facilities; sanitary sewers; storm water, drainage and flood control facilities; public road systems and rights-of-way; municipal office facilities; public school facilities; the municipality's proportional share of capital facilities of a cooperative or regional school district of which the municipality is a member; public safety facilities; solid waste collection, transfer, recycling, processing and disposal facilities; public library facilities; and public recreational facilities not including public open space. No later than July 1, 1993, all impact fee ordinances shall be subject to the following:

(a) The amount of any such fee shall be a proportional share of municipal capital improvement costs which is reasonably related to the capital needs created by the development, and to the benefits accruing to the development from the capital improvements financed by the fee. Upgrading of existing facilities and infrastructures, the need for which is not created by new development, shall not be paid for by impact fees.

(b) In order for a municipality to adopt an impact fee ordinance, it must have enacted a capital improvements program pursuant to RSA 674:5-7.

(c) Any impact fee shall be accounted for separately, shall be segregated from the municipality's general fund, may be spent upon order of the municipal governing body, shall be exempt from all provisions of RSA 32 relative to limitation and expenditure of town moneys, and shall be used solely for the capital improvements for which it was collected, or to recoup the cost of capital improvements made in anticipation of the needs which the fee was collected to meet.

(d) All impact fees imposed pursuant to this section shall be assessed at the time of planning board approval of a subdivision plat or site plan. When no planning board approval is required, or has been made prior to the adoption or amendment of the impact fee ordinance, impact fees shall be assessed prior to, or as a condition for, the issuance of a building permit or other appropriate permission to proceed with development. Impact fees shall be intended to reflect the effect of development upon municipal facilities at the time of the issuance of the building permit. Impact fees shall be collected at the time a certificate of occupancy is issued. If no certificate of occupancy is required, impact fees shall be collected when the development is ready for its intended use. Nothing in this subparagraph shall prevent the municipality and the assessed party from establishing an alternate, mutually acceptable schedule of payment of impact fees in effect at the time of subdivision plat or site plan approval by the planning board. If an alternate schedule of payment is established, municipalities may require developers to post bonds, issue letters of credit, accept liens, or otherwise provide suitable measures of security so as to guarantee future payment of the assessed impact fees.



(e) The ordinance shall establish reasonable times after which any portion of an impact fee which has not become encumbered or otherwise legally bound to be spent for the purpose for which it was collected shall be refunded, with any accrued interest. Whenever the calculation of an impact fee has been predicated upon some portion of capital improvement costs being borne by the municipality, a refund shall be made upon the failure of the legislative body to appropriate the municipality's share of the capital improvement costs within a reasonable time. The maximum time which shall be considered reasonable hereunder shall be 6 years.

(f) Unless otherwise specified in the ordinance, any decision under an impact fee ordinance may be appealed in the same manner provided by statute for appeals from the officer or board making that decision, as set forth in RSA 676:5, RSA 677:2-14, or RSA 677:15, respectively.

(g) The ordinance may also provide for a waiver process, including the criteria for the granting of such a waiver.

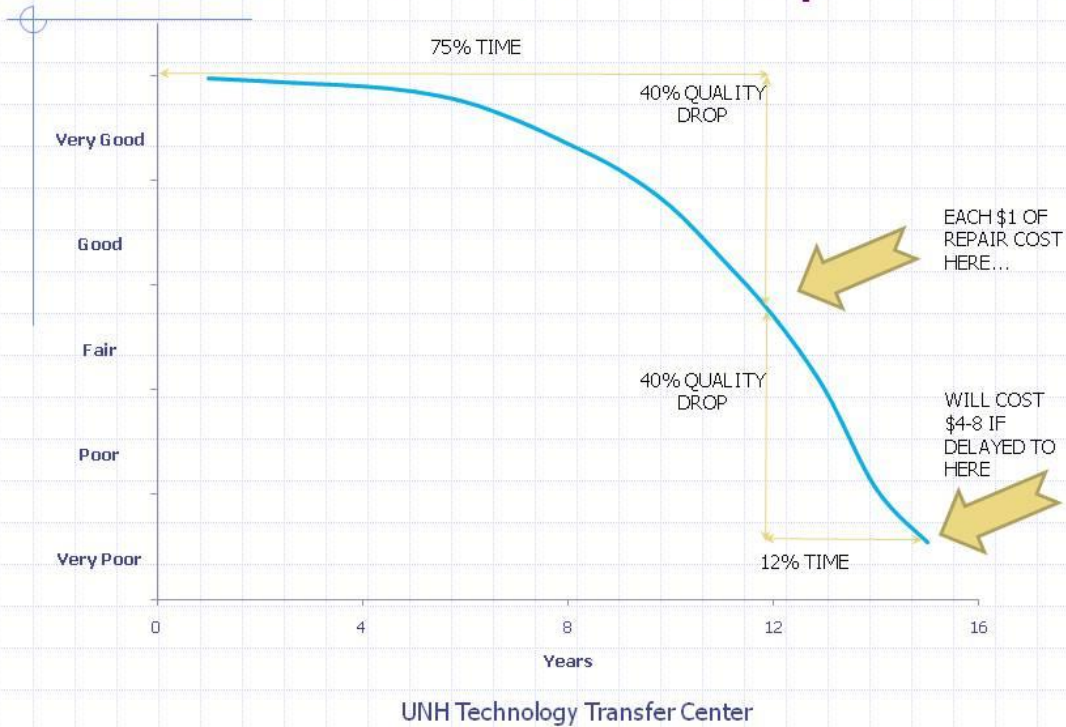
(h) The adoption of a growth management limitation or moratorium by a municipality shall not affect any development with respect to which an impact fee has been paid or assessed as part of the approval for that development.

(i) Neither the adoption of an impact fee ordinance, nor the failure to adopt such an ordinance, shall be deemed to affect existing authority of a planning board over subdivision or site plan review, except to the extent expressly stated in such an ordinance.

(j) The failure to adopt an impact fee ordinance shall not preclude a municipality from requiring developers to pay an exaction for the cost of off-site improvement needs determined by the planning board to be necessary for the occupancy of any portion of a development. For the purposes of this subparagraph, "off-site improvements" means those improvements that are necessitated by a development but which are located outside the boundaries of the property that is subject to a subdivision plat or site plan approval by the planning board. Such off-site improvements shall be limited to any necessary highway, drainage, and sewer and water upgrades pertinent to that development. The amount of any such exaction shall be a proportional share of municipal improvement costs not previously assessed against other developments, which is necessitated by the development, and which is reasonably related to the benefits accruing to the development from the improvements financed by the exaction. As an alternative to paying an exaction, the developer may elect to construct the necessary improvements, subject to bonding and timing conditions as may be reasonably required by the planning board. Any exaction imposed pursuant to this section shall be assessed at the time of planning board approval of the development necessitating an off-site improvement. Whenever the calculation of an exaction for an off-site improvement has been predicated upon some portion of the cost of that improvement being borne by the municipality, a refund of any collected exaction shall be made to the payor or payor's successor in interest upon the failure of the local legislative body to appropriate the municipality's share of that cost within 6 years from the date of collection. For the purposes of this subparagraph, failure of local legislative body to appropriate such funding or to construct any necessary off-site improvement shall not operate to prohibit an otherwise approved development.

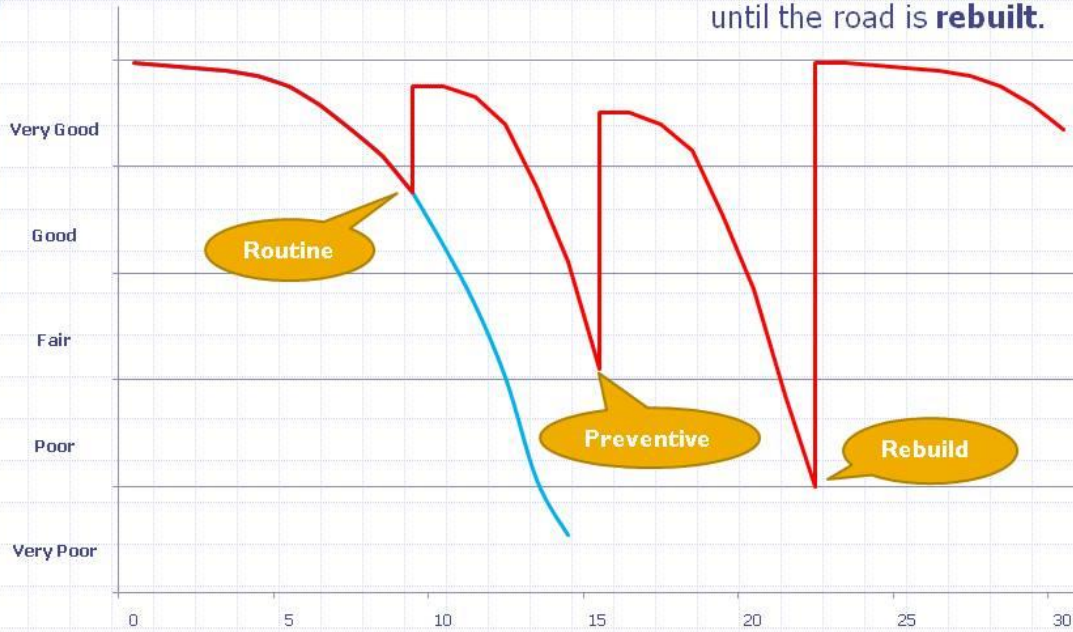
## Appendix F. Road Improvements Program Detail

### Asset Deterioration: asphalt road



# Lifecycle of a Road

Repairs do not return the road condition to 100% until the road is **rebuilt**.



UNH Technology Transfer Center

# Appendix G.

CIPC Created at 2009 Town Meeting with Warrant Article 10

## ARTICLE 10

To see if the Town will vote, as a block, to:

A. Authorize the Board of Selectmen, under the authority of RSA Ch. 674:5, to appoint a Capital Improvements Program Committee (the "Committee"), the members of which shall be sworn to the faithful performance of their office by the Town Clerk, to prepare and recommend a program of municipal capital improvement projects projected over a period of at least six (6) years. Said Committee is to prepare its program in accordance with RSA Ch. 674:6, exercise its authority under RSA Ch. 674:7 and such other criteria as shall be established by the Governing Body, and file an annual report of their activities with the Town.

B. Repeal Article 17 of the Town Meeting of March 10, 1987, and any actions inconsistent with this article.

(Recommended by Selectmen 5 - 0)

(Recommended by Advisory Budget Committee 5 - 0)

## ARTICLE 11

To see if the Town will vote, under authority of RSA Ch. 231:63 and in addition to those duties previously required of the Highway Agent under Article 23 of the Town Meeting of March 5, 1974, to require the Highway Agent, in addition to the usual duties as Highway Agent, to have charge, under the direction of the Selectmen, of the care of public parks and cemeteries; public forests; public playgrounds; shade and ornamental trees.

(Recommended by Selectmen 5 - 0)

(Recommended by Advisory Budget Committee 5 - 0)

## ARTICLE 12

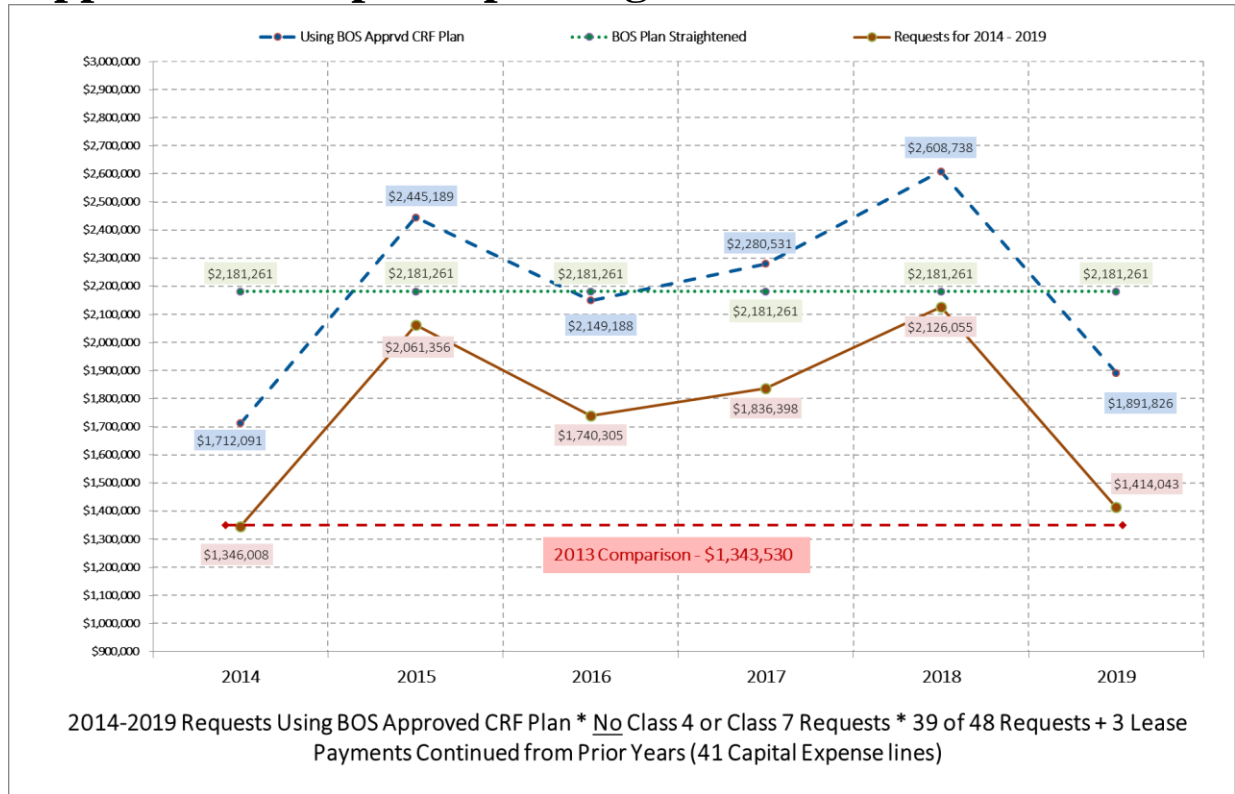
To see if the Town will vote to enact an ordinance to be entitled "Acceptance of Credit Cards" and to read as follows:

### SECTION I: PURPOSE:

The purpose of this Ordinance is to authorize the Town of Moultonborough's Treasurer or other appropriate municipal official to accept payment by credit cards for taxes, utility charges, and fees.

### SECTION II: AUTHORITY:

## Appendix H. Capital Spending Forecast Charts



For Years 2014 to 2019 without Class 4 and 7

Requests 2013 to 2014 Change to Total Capital Expense= (\$ 92,495)

6 Year CRF Total Plan Adjustments = \$2,563,400

6 Year CIPC Annual Average of Plan with CRF Adjustment = \$2,181,261

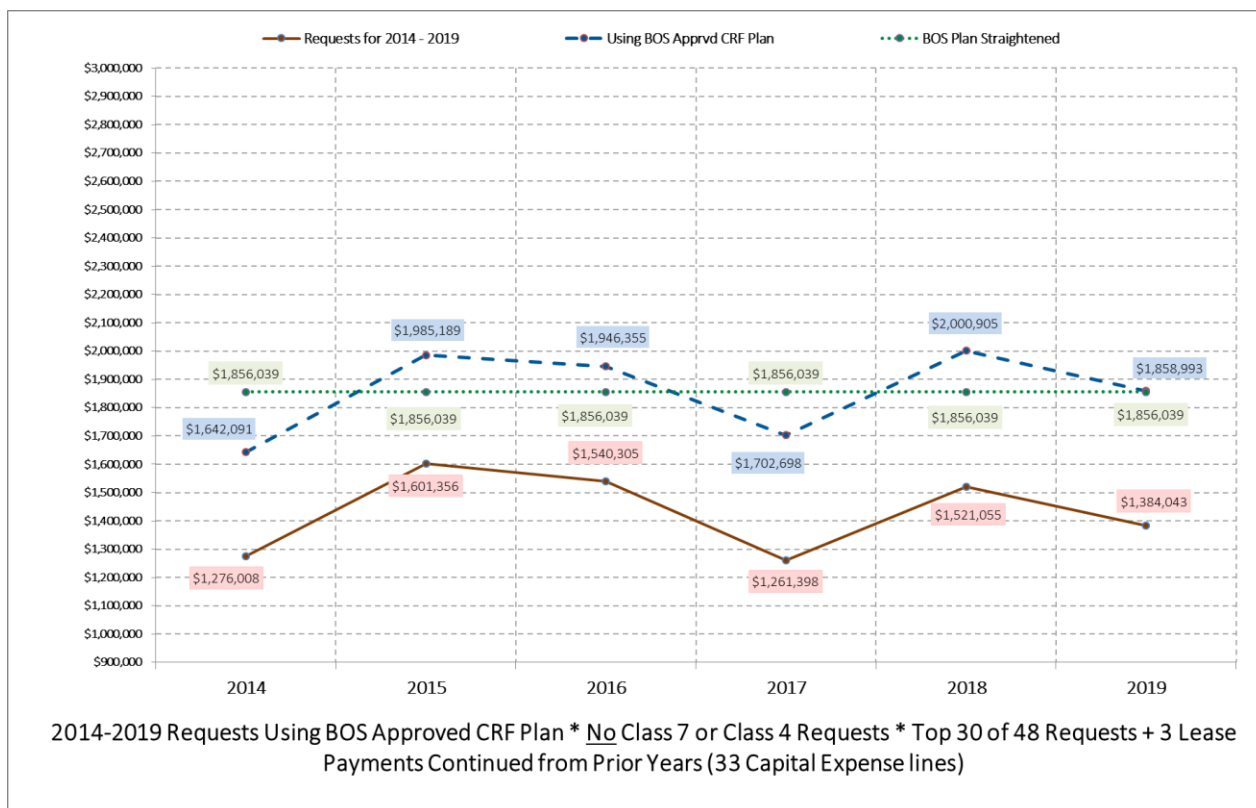
6 Year CIPC Annual Average of Plan without CRF Adjustment = \$1,754,028 6 Year CRF Annual Average of Plan CRF Adjustments = \$427,233

2013 Capital Requests = \$1,343,530 (2013 Annual Report Warrants #12, 13, all-but-e #14, 3-lease-continuations #17)

2013 CRF ARC Adjustments = \$292,500 (2013 Annual Report Warrants parts-of #15 & #16)

Capital Reserve Fund ARC Adjustment

Year	Leveled	Un-leveled Annual Plan CRF Adjustments
2014	\$835,253	\$366,083
2015	\$119,905	\$383,833
2016	\$440,956	\$408,883
2017	\$344,863	\$444,133
2018	\$55,206	\$482,683
2019	\$767,218	\$477,783
	=====	=====
	\$2,563,400	\$2,563,400
		Total Plan CRF Adjustments

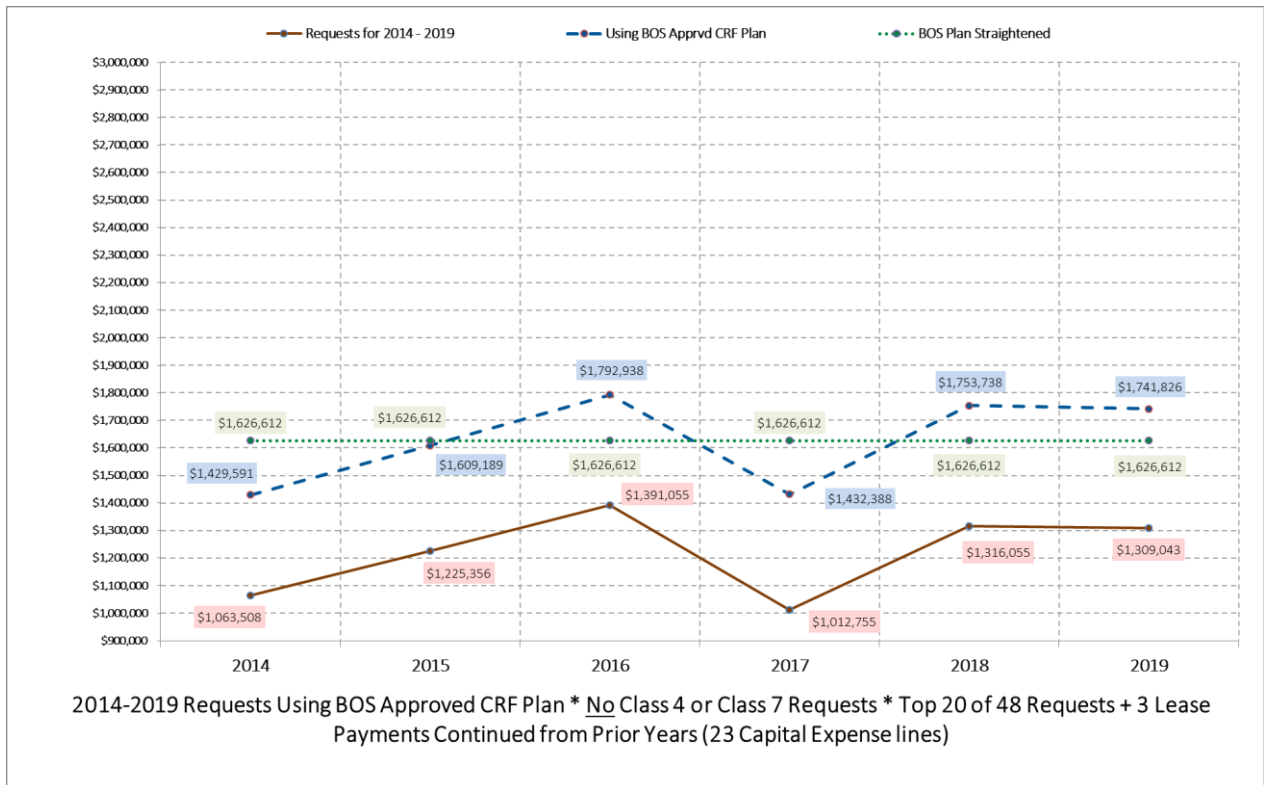


For Years 2014 to 2019 without Class 4 and 7 Requests  
 2013 to 2014 Change to Total Capital Expense = (\$ 92,495)  
 6 Year CRF Total Plan Adjustments = \$2,552,067  
 6 Year CIPC Annual Average of Plan with CRF Adjustment = \$1,856,039  
 6 Year CIPC Annual Average of Plan without CRF Adjustment = \$1,349,094  
 6 Year CRF Annual Average of Plan CRF Adjustments = \$506,944  
 2013 Capital Requests = \$1,343,530 (2013 Annual Report Warrants #12, #13, all-but-e #14, 3-lease-continuations #17)  
 2013 CRF ARC Adjustments = \$292,500 (2013 Annual Report Warrants parts-of #15 & #16)

#### Capital Reserve Fund ARC Adjustment

##### Year Levelled Un-levelled Annual Plan CRF Adjustments

2014	\$580,031	\$366,083
2015	\$254,683	\$383,833
2016	\$315,734	\$406,050
2017	\$594,641	\$441,300
2018	\$334,984	\$479,850
2019	\$471,996	\$474,950
=====	=====	
	\$2,552,067	\$2,552,067
		Total Plan CRF Adjustments



For Years 2014 to 2019 without Class 4 and 7 Requests

2013 to 2014 Change to Total Capital Expense = (\$ 92,495)

6 Year CRF Total Plan Adjustments = \$2,441,900

6 Year CIPC Annual Average of Plan with CRF Adjustment = \$1,626,612

6 Year CIPC Annual Average of Plan without CRF Adjustment = \$1,145,056

6 Year CRF Annual Average of Plan CRF Adjustments = \$481,556

2013 Capital Requests = \$1,343,530 (2013 Annual Report Warrants #12, #13, all-but-e #14, 3-lease-continuations #17)

2013 CRF ARC Adjustments = \$292,500 (2013 Annual Report Warrants parts-of #15 & #16)

Capital Reserve Fund ARC Adjustment

Year Leveled Un-leveled Annual Plan CRF Adjustments

2014	\$563,104	\$366,083	
2015	\$401,256	\$383,833	
2016	\$235,557	\$401,883	
2017	\$613,857	\$419,633	
2018	\$310,557	\$437,683	
2019	\$317,569	\$432,783	
	=====	=====	
	\$2,441,900	\$2,441,900	Total Plan CRF Adjustments

## **Appendix I. 2014 Project Request Submittals & Ancillary Documents (multi-page)**

On following pages.

## **Appendix J. Capital Financing Plan Memorandum (multi-page)**

Following Project Request pages.

## **Appendix K. 2014-2019 Capital Improvement Program Spreadsheet**

Last Sheet (11 x 17).